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# **ANTICIPATED RECRUITING RATES FOR 1990 UNIVERSITY AND COMMUNITY COLLEGE GRADUATES**



**PAY RESEARCH BUREAU**

Public Service Staff Relations Board  
**CANADA**





# ANTICIPATED RECRUITING RATES FOR 1990 UNIVERSITY AND COMMUNITY COLLEGE GRADUATES

Revised edition sent to members of the Pay Research Bureau

about January 1990. It will be available at \$10.00 per copy.

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## PAY RESEARCH BUREAU

Public Service Staff Relations Board  
CANADA



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## THE PAY RESEARCH BUREAU

### Purpose

The Pay Research Bureau, a component of the Public Service Staff Relations Board, is an impartial compensation research agency which was established by the federal government in 1957. The Bureau obtains information on rates of pay, employee earnings, conditions of employment and related practices prevailing both inside and outside the Public Service to meet the needs of the parties to collective bargaining in the Public Service of Canada or, in the case of occupational classes for which no bargaining agent is certified, as may be requested by the employer.

Important goals governing the Pay Research Bureau's activities include the provision of impartial, accurate and timely information while maintaining complete confidentiality of data contributed by our respondents.

### Activities

The Bureau collects and reports salary and related data on the majority of the occupational classes found in the Public Service. Most of these classes are included in the Bureau's Automated Compensation Data System where pay data are maintained in a bank of information from which Bureau reports are published. Two major reports, AUTOCODS-I and AUTOCODS-II, provide our clients with pay and related information twice a year. A large number of single occupational class reports are published once a year. In addition, an annual report on a variety of occupational classes in the health sector is issued in the fall.

The Bureau also collects and reports data on the incidence and characteristics of a wide variety of benefits and working conditions. The major benefits and working conditions survey covers three categories of employees (management/professional, office and non-office) and is conducted every two years. Periodically, the Bureau also conducts benefits surveys for specific occupational classes when the type and pattern of coverage is likely to differ from the norm because of peculiarities of the class involved.

While these pay and benefits surveys form the backbone of the Bureau's program, we do survey and publish reports on a variety of related topics. Some are special, one time only projects; others are done on a periodic basis. The Bureau also responds to requests for information from compensation specialists and other interested parties.

### Distribution Policy

Most Bureau reports and documents have restrictions on their distribution because of our commitment to survey respondents regarding the confidential reporting of survey findings. In general, the Pay Research Bureau releases its reports to the appropriate officials of the government, the bargaining agents which represent federal government employees and the organizations participating in our surveys. Some reports issued by the Bureau, which are of a general or summary nature, are also made available to those associated with collective bargaining and compensation determination or research or others where such distribution is deemed to be in the public interest.

### Enquiries

For further information regarding the Pay Research Bureau and its activities, address inquiries to:

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ANTICIPATED RECRUITING RATES FOR 1990 UNIVERSITY  
AND COMMUNITY COLLEGE GRADUATES

FOREWORD

This report presents information on the anticipated 1990 recruiting rates for university and community college graduates.

The Pay Research Bureau appreciates the importance of the voluntary contribution made by organizations that participate in our survey and research studies. Their co-operation is based on our commitment to treat all information provided by each organization as strictly confidential. We assume full responsibility for the quality and accuracy of the contents.

The use of this report is not restricted and it may be circulated freely within organizations. Contents may be quoted with the source identified.

The report was prepared by M. DesLauriers and F. Rochon under the direction of D.J. Laferrière. The assistance of other Bureau staff who contributed to the survey and the publication of this report is appreciated.

January 1990

Joseph T. Cunningham,  
Executive Director.



**ANTICIPATED RECRUITING RATES FOR 1990 UNIVERSITY  
AND COMMUNITY COLLEGE GRADUATES**

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ANTICIPATED RECRUITING RATES FOR 1990 UNIVERSITY  
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PART I: SURVEY METHODS AND SOURCES

Planning and Preparation for the Survey

Representatives of the Public Service Commission and the Treasury Board Secretariat participated in the development of the survey program at the planning phase well in advance of the actual data collection. Consultations included identification of the survey requirements and discussion regarding survey methodology, disciplines to be surveyed, the survey questionnaire and the survey sample. The Pay Research Bureau appreciates their co-operation and contribution.

Briefings were conducted to prepare all Compensation Research Officers scheduled to participate in the collection of information. Each discipline to be surveyed was reviewed, and anticipated problems were discussed.

Approximately fifteen days prior to the collection of information by telephone, which commenced November 15, 1989, survey questionnaires were sent to the participating organizations in order to facilitate the collection of data.

Survey Information Requested

Information requested for this survey included the anticipated rates of pay for university and community college graduates, and the anticipated number of graduates to be hired. The number of anticipated hires was collected in order to provide the weighted average salaries and other rate measures presented in this report. These numbers are not intended to be used as measures of employment trends.

"Adders" are included within some reported recruiting rates, therefore producing rates which are marginally higher than those established. The use of "adders" is, in most cases, confined to those graduates who have summer work experience directly related to the position for which the graduate is being recruited. Some organizations also make use of "adders" in the case of outstanding academic achievement or for individuals with excellent records of participation in school extra-curricular activities. Other types of compensation such as bonuses, isolation pay, overtime earnings, shift differential allowances and other employee benefits are not included in the rates of pay information.

Editing and Analysing the Survey Data

All data received from responding organizations were carefully edited by computer editing programs during the initial processing phase and subsequently by Compensation Research Officers responsible for the analysis and reporting of the survey findings. In the writing of this report care was taken to ensure that any anomalies and all the information required to fully understand the contents of the report have been adequately described.

### Confidentiality of Survey Data and Reports

The Pay Research Bureau is very conscious of the requirement to protect the confidentiality of survey data contributed voluntarily by participating organizations.

To protect the confidentiality of the survey contributions of any one organization, rates of pay or numbers of observations are not shown where there are fewer than three organizations represented. Similarly the mean rate is not shown where there are fewer than five observations. In the case of median, deciles and quartiles, these rates are not shown where there are fewer than ten observations. Such cases are indicated by an asterisk (\*) in the appropriate table.

### Rates of Pay Conversion

Participating organizations may provide data to the Bureau in annual, monthly, semi-monthly, bi-weekly, weekly, daily or hourly rates. All rate measures are then converted to monthly terms.

### Definitions of Statistical Measures

**Mean:** Sometimes referred to as the weighted average, the arithmetic mean is calculated by multiplying each rate by the number of observations at the rate and dividing the sum of the products by the total number of observations.

**First Decile (D1):** In a distribution of observations arranged in descending order of value, the first decile is the point above which 90 per cent and below which 10 per cent of the total observations fall. More precisely, it is the point in the distribution represented by  $9(n + 1)/10$ , where n is the total number of observations.

**First Quartile (Q1):** In a distribution of observations arranged in descending order of value, the first quartile is the point above which 75 per cent and below which 25 per cent of the total observations fall. More precisely, it is the point in the distribution represented by  $3(n + 1)/4$ , where n is the total number of observations.

**Median:** In a distribution of observations arranged in descending order of value, the median is the point above and below which 50 per cent of the total observations fall. More precisely, it is the point in the distribution represented by  $(n + 1)/2$ , where n is the total number of observations.

**Third Quartile (Q3):** In a distribution of observations arranged in descending order of value, the third quartile is the point above which 25 per cent and below which 75 per cent of the total observations fall. More precisely, it is the point in the distribution represented by  $(n + 1)/4$ , where n is the total number of observations.

Ninth Decile (D9): In a distribution of observations arranged in descending order of value, the ninth decile is the point above which 10 per cent and below which 90 per cent of the total observations fall. More precisely, it is the point in the distribution represented by  $(n + 1)/10$ , where n is the total number of observations.

The value indicated for any frequency distribution measure (D1, Q1, Median, Q3, D9) is either an actual reported rate of pay or the interpolated value of the measure. Given the possibility of clusters of identical rates in a frequency distribution, it should be noted that the value indicated for any measure does not necessarily result in a situation whereby all other rates are either above or below the value of the measure shown.

Organizations Surveyed

Information for this report was sought from 78 industrial organizations.

ANTICIPATED RECRUITING RATES FOR 1990 UNIVERSITY  
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ORGANIZATIONS SURVEYED

(An asterisk (\*) indicates either no hiring was anticipated or that data were not available.)

<u>NAME OF ORGANIZATION</u>	<u>LOCATION</u>
Alberta Government Telephones .....	Edmonton, Alta.
Algoma Steel Corporation Limited, The .....	Sault Ste-Marie, Ont.
Amoco Canada Petroleum Company .....	Calgary, Alta.
Atomic Energy of Canada Limited .....	Ottawa, Ont.
Bailey Controls Canada .....	Burlington, Ont.
Bank of Montreal .....	Toronto, Ont.
Bank of Nova Scotia, The .....	Toronto, Ont.
Bell Canada .....	Montreal, Que.
Bell Northern Research Ltd. ....	Ottawa, Ont.
British Columbia Hydro and Power Authority .....	Vancouver, B.C.
British Columbia Systems Corporation .....	Victoria, B.C.
British Columbia Telephone Company, The .....	Burnaby, B.C.
*Bull HN Information Systems Limited .....	North York, Ont.
Canada Packers Inc. ....	Toronto, Ont.
*Canadian Imperial Bank of Commerce .....	Toronto, Ont.
C.I.L. Inc. ....	North York, Ont.
Canadian Pacific Forest Products Limited .....	Montreal, Que.
*CN Rail .....	Montreal, Que.
Canadian Pacific Limited (Corporate) .....	Montreal, Que.
Canadian Utilities Limited .....	Edmonton, Alta.
Combustion Engineering Canada Inc. ....	Ottawa, Ont.
Cominco Ltd. ....	Vancouver, B.C.
Compagnie Minière IOC. ....	Sept-Îles, Que.
Computing Devices Company, A Division of Control Data Canada, Ltd. ....	Ottawa, Ont.
Consolidated-Bathurst Inc. ....	Montreal, Que.
Consumers' Gas .....	Scarborough, Ont.
Coopers & Lybrand .....	North York, Ont.
Dofasco Inc. ....	Hamilton, Ont.
Domtar Inc. ....	Montreal, Que.
Dupont Canada Inc. ....	Mississauga, Ont.
Ernst & Young .....	Toronto, Ont.
*Falconbridge Limited (Sudbury Ops.) .....	Falconbridge, Ont.
Fraser Inc. ....	Edmunston, N.B.
General Electric Canada Inc. ....	Mississauga, Ont.
General Foods Inc. ....	Don Mills, Ont.
Great-West Life Assurance Company, The .....	Winnipeg, Man.
*Groupe Canadair Bombardier Inc. ....	Montreal, Que.
Gulf Canada Limited .....	Calgary, Alta.
Honeywell Limited .....	North York, Ont.
Hudson Bay Company (Retail Group) .....	Toronto, Ont.
Hydro-Québec .....	Montreal, Que.

IBM Canada Limited .....	Markham, Ont.
*Imperial Oil Limited .....	Toronto, Ont.
Inco Ltd .....	Toronto, Ont.
MacMillan Bloedel Limited .....	Vancouver, B.C.
Manitoba Hydro .....	Winnipeg, Man.
Manitoba Telephone System .....	Winnipeg, Man.
Maritime Telegraph & Telephone Company Limited .....	Halifax, N.S.
*McCain Foods Limited .....	Hartland, N.B.
*Microtel .....	Brockville, Ont.
Microtel Pacific Research Ltd. ....	Burnaby, B.C.
Mobil Oil Canada, Ltd. ....	Calgary, Alta.
*Navistar International Corporation Canada .....	Hamilton, Ont.
NCR Canada Ltd. ....	Waterloo, Ont.
New Brunswick Electric Power Commission, The .....	Fredericton, N.B.
New Brunswick Telephone Company Limited, The .....	Saint John, N.B.
Newfoundland and Labrador Hydro .....	St. John's, Nfld.
Northern Telecom Canada Limited .....	Mississauga, Ont.
Ontario Hydro Corporation .....	Toronto, Ont.
*Peat, Marwick & Thorne .....	Toronto, Ont.
Polysar Limited .....	Sarnia, Ont.
Pratt and Whitney Canada Inc. ....	Longueuil, Que.
Procter and Gamble Inc. ....	Toronto, Ont.
Québec Cartier Mining Company .....	Port Cartier, Que.
Québec-Téléphone .....	Rimouski, Que.
*Royal Bank of Canada, The .....	Montreal, Que.
SaskPower .....	Regina, Sask.
Sears Canada Inc. ....	Toronto, Ont.
Shell Canada Ltd .....	Calgary, Alta.
Société d'électrolyse et de chimie Alcan Ltée. ....	Montreal, Que.
Stelco Inc. ....	Hamilton, Ont.
Sun Life Assurance Company of Canada .....	Toronto, Ont.
Syncrude Canada Limited .....	Fort McMurray, Alta.
*Toronto-Dominion Bank, The .....	Toronto, Ont.
*Touche, Ross & Co. ....	Toronto, Ont.
TransAlta Utilities Corporation .....	Calgary, Alta.
Union Gas Limited .....	Chatham, Ont.
*Westinghouse Canada Inc. ....	Hamilton, Ont.



ANTICIPATED RECRUITING RATES FOR 1990 UNIVERSITY  
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PART II: SURVEY FINDINGS

The survey results are presented in three tables. Tables 1 and 2 provide data on university graduate hiring rates, while Table 3 shows anticipated recruiting rate information for community college graduates. A narrative section explaining special situations affecting the data accompanies each table.

Survey Coverage

Sixty-four of the 78 organizations contacted provided data for at least one of the disciplines surveyed. Sixty-one of these organizations indicated that salaries would increase from the 1989 rates for all graduates hired; one organization reported that salaries would increase for graduates of certain disciplines, whereas salaries for graduates of other disciplines would remain constant. Another organization reported that, according to the discipline, salaries would either increase, decrease or remain constant, and one organization indicated that salaries would remain constant.

Of the 14 organizations not providing data, two anticipate hiring, but could not provide exact numbers or salaries at this time, six indicated they do not anticipate hiring 1990 graduates, and six were unable to participate at this time.

It is important to note that while the overall sample for this report remains fairly constant, the organizations providing data for any one discipline may vary from year to year. For this reason caution is warranted in making comparisons to previous reports.

1990 Anticipated Recruiting Rates and Numbers Required - Bachelor's Degree

Sixty-two organizations indicated that they would hire 1990 Bachelor's Degree graduates in at least one of the disciplines surveyed. Table 1 presents the number of organizations planning to hire, the number of graduates required and the monthly rate measures for each discipline surveyed.

Fifty-nine of the 62 organizations indicated that their 1990 recruiting rates will be higher than their 1989 rates. However, only 54 organizations could report a specific percentage increase which results in an average increase (unweighted) of 5.2%. The eight other organizations which confirmed a rate increase could not provide specifics: the percentage rate increase either had not been decided upon or varied by discipline or region. One organization reported that salaries would remain constant.

Thirty-three organizations use single recruiting rates, 14 organizations have formal recruiting ranges, and 10 organizations use existing job ranges.

Three organizations use single recruiting rates and an existing job range; another organization uses formal recruiting ranges and an existing job range whereas another organization uses the three types of recruiting rates surveyed. Of the 15 organizations using an existing job range, nine recruit at the minimum of the range and five recruit beyond the minimum according to the graduate's previous work experience or academic achievements. One organization indicated that they occasionally recruit below the minimum.

Seven organizations report regional recruiting rates. One of these specifies higher rates for northern regions, and the remaining six report that rates vary by city across Canada.

The following table provides a breakdown of the information obtained from 42 organizations which provide additional remuneration in recognition of previous work experience, including co-op work terms, academic achievement or other special factors.

Previous Work Experience

Per year of experience

- 1 - 4%
- 1 - 6%
- 1 - 9% maximum

Per term of work experience

- 1 - \$20 - \$60 per month
- 1 - \$40 per month (maximum \$120)
- 1 - \$50 - \$100 per month
- 1 - \$25 per month
  
- 1 - \$40 per year (maximum \$100)
- 3 - \$100 per year
- 1 - \$200 - \$500 per year
- 1 - \$400 per year
- 1 - \$600 per year
- 2 - \$1,000 maximum per year
  
- 2 - 1% (maximum of 5 work terms)
- 1 - 5% (for work experience within the company)

Related work experience

1 - \$50 - \$200 per month (including academic achievement)  
1 - \$500 per month

1 - \$1,500 maximum per year

1 - % discretionary  
3 - % varies  
1 - % varies (including academic achievement)  
4 - 5% maximum  
1 - 5% maximum (including academic achievement)  
1 - 5% - 15%  
1 - 10% maximum (including academic achievement)  
1 - 15% maximum (including academic achievement)

Academic Achievement

1 - \$100 per month for Master's Degree

1 - \$500 - \$1,000 per year  
1 - \$500 per year  
2 - \$500 per year for CO-OP graduates  
1 - \$600 per year  
1 - \$1,200 per year  
1 - \$2,000 per year, \$1,000 additional for post-graduate studies

1 - 3% for CO-OP graduates  
1 - 4.5% maximum  
1 - 5%

Other Special Factors

1 - % discretionary for most sought out candidate  
2 - each case is considered individually  
1 - in-range increase  
1 - above the minimum for related experience and academic achievement

In analysing Table 1, University Bachelor's Graduates, the following information should be considered.

1. For ENGINEERING PROGRAMME, CIVIL, one organization out of 16 provided 40 observations or 53% of the total. For INDUSTRIAL, one organization out of nine provided 53 observations or 68% of the total.

TABLE 1  
ANTICIPATED RECRUITING RATES BY DISCIPLINE  
UNIVERSITY BACHELOR'S GRADUATES  
1990

	NO. OF ORGs.	NO. OF EMPL.	MEAN \$	D1 \$	Q1 \$	MEDIAN \$	Q3 \$	D9 \$
ENGINEERING								
ALL ENGINEERING	48	1149	2712	2546	2666	2700	2795	2965
CHEMICAL	19	113	2726	2625	2625	2700	2800	2965
CIVIL	16	75	2705	2642	2666	2666	2708	2965
ELECTRICAL	32	388	2694	2500	2666	2708	2708	2843
MECHANICAL	31	310	2687	2546	2546	2675	2751	2843
METALLURGICAL	6	37	2933	2709	2900	2980	3006	3006
INDUSTRIAL	9	78	2733	2666	2666	2666	2708	3006
OTHERS	21	148	2739	2417	2666	2700	2843	3050
COMPUTER SCIENCE (HONOURS)								
ALL COMPUTER SCIENCE	30	302	2548	2346	2424	2558	2700	2708
CO-OP PROGRAMME								
ALL CO-OP PROGRAMME	32	335	2643	2430	2600	2725	2750	2800
ENGINEERING	24	162	2737	2600	2719	2750	2783	2840
COMPUTER SCIENCE	24	161	2563	2285	2498	2650	2750	2787
OTHERS	3	12	2455	2246	2430	2500	2500	2500

TABLE 1  
 ANTICIPATED RECRUITING RATES BY DISCIPLINE  
 UNIVERSITY BACHELOR'S GRADUATES  
 1990

	NO. OF ORGs.	NO. OF EMPL.	MEAN \$	D1 \$	Q1 \$	MEDIAN \$	Q3 \$	D9 \$
PHYSICAL SCIENCES (HONOURS)								
ALL PHYSICAL SCIENCES	14	101	2625	2300	2607	2666	2708	2708
CHEMISTRY	4	10	2577	2542	2542	2542	2607	2691
GEOLOGY	5	7	2807	*	*	*	*	*
MATHEMATICS	7	45	2579	2198	2604	2666	2708	2708
OTHERS	5	39	2657	2607	2650	2666	2708	2708
BIOLOGICAL SCIENCES (HONOURS)								
ALL BIOLOGICAL SCIENCES	*	*	*	*	*	*	*	*
COMMERCE AND BUSINESS ADMINISTRATION (HONOURS)								
ALL COMMERCE AND BUSINESS ADMINISTRATION								
	39	736	2189	1667	2043	2250	2417	2531
EXCLUDING ACCOUNTING FIRMS								
	37	468	2229	1334	2250	2275	2400	2583
ARTS								
ALL ARTS	10	49	2272	2025	2118	2250	2363	2607
PASS	4	10	2148	1858	2028	2085	2366	2583
HONOURS	10	39	2304	2025	2250	2250	2360	2607

1990 Anticipated Recruiting Rates and Numbers Required - Master's Degree

Fifteen of the organizations participating in the survey indicated they would hire 1990 Master's Degree graduates in at least one of the disciplines surveyed. Table 2 presents the number of organizations which anticipate hiring 1990 Master's Degree graduates in Business Administration and Engineering, the number of graduates required and the rate measures. Graduates with a Master's Degree in Business Administration and an undergraduate degree in Engineering are listed separately. Graduates of an M.B.A. program who will be hired by firms other than accounting firms are reported separately to illustrate the impact of this particular sector.

In analysing Table 2, it should be noted that for ENGINEERING, ALL ENGINEERING, one organization out of six provided 89% of the total.

TABLE 2  
ANTICIPATED RECRUITING RATES BY DISCIPLINE  
UNIVERSITY MASTER'S GRADUATES  
1990

NO. OF ORGS.	NO. OF EMPL.	MEAN \$	D1 \$	Q1 \$	MEDIAN \$	Q3 \$	D9 \$
--------------	--------------	---------	-------	-------	-----------	-------	-------

BUSINESS ADMINISTRATION

ALL BUSINESS ADMINISTRATION

14	59	2837	2333	2750	2870	2975	3120
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WITH ENGINEERING UNDERGRADUATE DEGREE

7	14	2950	2798	2853	2925	3050	3120
---	----	------	------	------	------	------	------

WITH OTHER UNDERGRADUATE DEGREE

11	45	2802	2333	2514	2833	2916	3500
----	----	------	------	------	------	------	------

EXCLUDING ACCOUNTING FIRMS

13	49	2940	2750	2800	2900	3027	3500
----	----	------	------	------	------	------	------

ENGINEERING

ALL ENGINEERING

6	90	2916	2878	2925	2925	2925	2925
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1990 Anticipated Recruiting Rates and Numbers Required  
- Community College Graduates

Information is presented for graduates in Business Administration and in Technologies who have completed a three-year or 2400-hour course. It should be noted that in certain provinces a two-year course may equate to 2400 hours of study.

Thirty-nine of the organizations participating in the survey indicated they plan to hire 1990 community college graduates in at least one of the disciplines surveyed. Table 3 presents the number of organizations hiring, the number of graduates required and the monthly rate measures by discipline.

Thirty-three of these 39 organizations indicated that their 1990 recruiting rates will be higher than their 1989 rates by an average (unweighted) of 4.9%. Six organizations could not be specific as to the actual percentage increase either because it had not been decided upon or could vary by discipline or region.

Nineteen of the organizations have established single recruiting rates, eight organizations employ a formal recruiting range, and seven organizations use an existing job range. Three organizations use single recruiting rates and an existing job range, one organization uses formal recruiting ranges and an existing job range, whereas another organization uses the three types of recruiting rates surveyed. Of the 12 organizations using an existing job range, seven recruit at the minimum of the range and five recruit beyond the minimum according to the graduate's previous work experience or academic achievements. One organization indicated that they occasionally recruit below the minimum.

Twenty-one organizations reported having an "adders" policy, such adders being used to compensate graduates for either previous work experience, academic achievements, other relevant factors, or any combination thereof. Compensation formulas under these policies vary substantially, every case being assessed on its own merit.

In analysing Table 3, the following information should be considered.

1. For TECHNOLOGIES, CHEMICAL/METALLURGICAL, one organization out of nine provided 20 observations or 47.6% of the total.

For TECHNOLOGIES, CIVIL, one organization out of five provided 62% of the total observations.

For TECHNOLOGIES, MECHANICAL, one organization out of 11 provided 54% of the total observations.

For TECHNOLOGIES, ELECTRONICS, one organization out of 14 reported 66% of the total observations.

For TECHNOLOGIES, OTHERS, one organization out of six provided 52% of the total observations.

2. For BUSINESS ADMINISTRATION, MARKETING, one organization out of five provided 83% of the total observations.

TABLE 3  
ANTICIPATED RECRUITING RATES BY DISCIPLINE  
COMMUNITY COLLEGE GRADUATES  
(3-YEAR/2400-HOUR COURSE)  
1990

	NO. OF ORGs.	NO. OF EMPL.	MEAN \$	D1 \$	Q1 \$	MEDIAN \$	Q3 \$	D9 \$
TECHNOLOGIES								
ALL TECHNOLOGIES	24	353	2273	2100	2189	2249	2365	2375
CHEMICAL/METALLURGICAL	9	42	2313	2135	2249	2249	2375	2541
CIVIL	5	16	2289	2000	2208	2375	2375	2375
MECHANICAL	11	92	2226	2189	2189	2189	2249	2436
ELECTRONICS	14	91	2247	2086	2249	2249	2249	2375
ELECTRICAL	12	64	2292	2100	2160	2249	2375	2491
OTHERS	9	48	2344	2193	2350	2360	2360	2382
BUSINESS ADMINISTRATION								
ALL BUSINESS ADMINISTRATION								
	12	238	1807	1288	1792	1792	1875	2083
ACCOUNTING	8	35	1889	1288	1560	2083	2083	2295
MARKETING	5	173	1789	1792	1792	1792	1792	2083
OTHERS	6	30	1818	1248	1288	1875	2085	2375
COMPUTER PROGRAMMING								
COMPUTER PROGRAMMING	17	88	2196	1930	2086	2177	2266	2455



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